



EQUAL OPPORTUNITY IN SUPPORT OF DEPLOYMENTS

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FOREWORD

This briefing is designed to assist Equi Opportunity practitioners in their preparation for deployment.

Learning points are highlighted utilizing personal experiences and those of deployed EOAs in Afghanistan.



OVERVIEW

- **Before, During and After Operations**
- **Helpful Agencies in Theater**
- **Observations**
- **Program Manager Expectations of E**
- **EOA Expectations of Program Manag**
- **Conclusion**



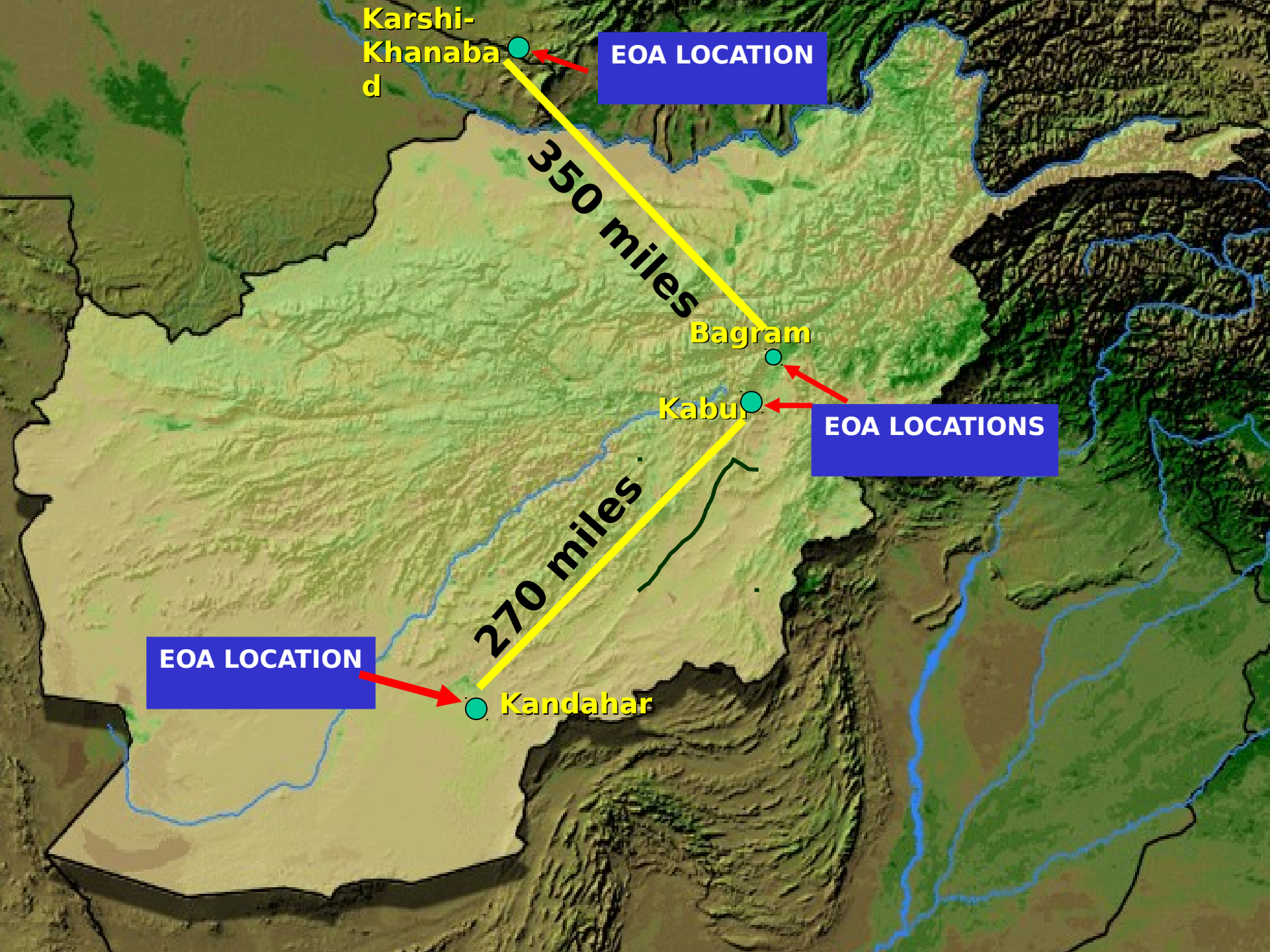
BEFORE DEPLOYMENT

- **Ensure that EOR positions are filled**
- **Consider the cultural/religious concerns of your theater (seek assistance from Chaplain, Intel & Civil Affairs communities) and educate your units**
- **Ensure that you have training course materials (Cdr/1SG Course, EORC, EO Classes, etc.)**
- **Identify ethnic observances that will occur during the tour & take appropriate materials with you**
- **Understand the command relationships in theater identify units that will be attached to your organization (Are EO reps present in each organization?)**



BEFORE DEPLOYMENT

- **Discuss your “EO coverage” plan with your Commander and get his/her input**
- **Ensure that you have the capability to operate on both SIPR & NIPR systems**
- **Ensure that you have coverage for your rear detachment**
- **Develop a plan to support civilians in theater (there are a number of contractors and AAFES employees)**
- **Understand how the unit will be arrayed in theater and be aware how time/distance factors will impact your ability to**



Karshi-Khanabad

EOA LOCATION

350 miles

Bagram

Kabul

EOA LOCATIONS

270 miles

EOA LOCATION

Kandahar



DURING DEPLOYMENT

Maintain the Offensive

- **Advertise what you bring to the fight**
- **Get out and meet Command teams of attached units**
- **Establish communications with EO reps at higher & subordinate organizations**
- **Insert an info slide into the Newcomers Briefing conducted by theater reception c**
- **Ensure your EO policy letter addresses a service components**
- **Publish articles/info through Public Affai**

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DURING DEPLOYMENT

Maintain EO Visibility

- **Visit troops in the field/fleet (catch rides with Cdr, IG, Chaplain, PAO, etc.)**
- **Place info flyers where service members go (exchange, gym, dining facility, etc.)**
- **Periodically brief during staff meetings**
- **Conduct ethnic observances (morale booster)**
- **Publish a web site (post training slides)**



DURING DEPLOYMENT

Maintain Credibility

- **Help out in other areas (PMOS, Rating, AFSC, NEC)**
- **Identify and communicate trends to the Commander**
- **Provide recommendations/solutions to address issues**
- **Capture lessons learned and share info with fellow EOAs**



AFTER DEPLOYMENT

- **Share lessons learned - use info as the basis for conducting future training**
- **Review training course materials & update based on need**
- **Use experiences to justify additional resources (personnel, vehicles, automation equip, etc.)**



HELPFUL AGENCIES

- **AAFES - Posters for Observances (Hispanic Heritage, Native American, etc.); Food & beverages in support functions; Gifts for guest speakers**
- **MWR - Movies (Latino, African-American, etc.); Facilities (fest tents, meeting rooms); Decorations**
- **PAO - Internal communication tools and media coverage (to include print & broadcast networks)**
- **Civilian contractors - ethnic meals in the dining facility**
- **Inspector General - can pool resources (personnel, facilities) to accomplish the mission**



OBSERVATIONS

- **Must be familiar with EO procedures for the other Services**
- **Sexual harassment was the most prevalent issue (Active, Guard & Reserve components)**
- **Disparaging comments occurred based on duty-status (Active, Guard, Reserve)**
- **Command climate surveys were an excellent preventative tool (issues that exist at home base/post/ship will exist on deployment)**
- **Units that routinely conducted EO training were able to successfully resolve issues at the lowest level**



OBSERVATIONS

- **EO is the Commander's program - be prod in whatever capacity the Commander chooses**
- **Be imaginative/creative when faced with resolving a challenge**
- **EORs are invaluable tools**
 - **remote sites (you can't be everywhere)**
 - **ensure these positions are filled**
 - **utilize Guard/Reserve**
- **Your training has prepared you for the mis**

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PROGRAM MANAGER EXPECTATIONS OF EOAs

- **Be enthusiastic about your duties/responsibilities**
- **Be creative**
- **Establish a positive rapport with your command team and subordinate command teams**
- **Ensure that you are included in staff meetings**
- **Provide coaching/mentoring to EORs within your unit**
- **Keep the Program Manager informed**



EOA EXPECTATIONS OF PROGRAM MANAGERS

- **Be committed to the EO Program**
- **Establish and nurture a strong, healthy EO Office**
- **Understand the EOA's responsibilities and obligations**
- **Organize and participate in team-building activities**
- **Facilitate the working relationship between the Commander and EOA**
- **Develop strategies to get EOAs involved in day-to-day operations**
- **Mentor and provide professional leadership**



CONCLUSION

EO = READINESS
(in peace and war)

